

**Trip Report  
Joan Mason  
September 2001**

## **NGO SUSTAINABILITY SUPPORT PROGRAM**

Joan Mason, CFRE, Funding Counsel

### **Phase One of the Program – Design and Development of Training Materials**

In the summer of 2001, I was contacted by the Academy of Education Development and asked to submit a proposal to become the Fund Raising Counsel for their Jordan representative organization, WEPIA located in Amman. Over the past two years – beginning in the late summer of 2001, I have been working to develop a comprehensive training program of resource development for the non-governmental agencies (ngo's) in the Country of Jordan.

This process began with the development of a comprehensive training manual's design, development and production and was augmented with graphics that related specifically to the country of Jordan. Prior to the development of this training manual, research was conducted on the Internet and the Center on Philanthropy on the history of documentation of statistics of how Jordanians and what similar and different cultural tendencies they exhibited in that giving. The research included two graduate papers written and compiled at the Center on Philanthropy that outlined the cultural differences endemic to the Muslim faith and the country of Jordan specifically.

The discipline of the first contract with AED included the following:

- Design a Train the Trainers Program to occur in September of 2001 on site in Amman, Jordan
- Work in NGO field of Resource Development
- Research the various differences between the NGO's to be trained
- Work on details of trip with AED

### **Phase Two of the Program – Actual Training on Site in Jordan**

- Two weeks of intensive “*train the trainer*” workshops for the Partner NGO's of the WEPIA Project
- This entailed workshops of 4 hours X 5 days and personal meetings with each as needed
- Conduct a public workshop that will give the overview of fundraising and current Trends in the International.

*The Train the Trainer Workshops included the following NGO's*

- ❑ Center for the Built Environment
- ❑ Habitat for Humanity

- ❑ Hay Cultural Center
- ❑ Jordan Environmental Society
- ❑ Jordan Forum for Business & Professional Women
- ❑ Jordan Royal Diving Society
- ❑ Royal Society for the Conservation of Nature
- ❑ Tetrapack/Future Environment
- ❑ WEPIA Management Staff
- ❑ Young Entrepreneurs Association

*2002 Public Workshop included the following organizations and more:*

NAME	ORGANIZATION	TITLE
Hala Dahlan	WEPIA	Senior Technical Specialist
Abdel Muti Al Ashqar	Jordan Hashimate Charity Organization	Director of Training center
Alaa Kurdi	BPWA	Supervisor
Danah Dajani	PBWRC	Acting Director
Deena Kalimat Tuguz	Jordan River Foundation	Instit. Deve. Mgr
Gulnar Hijazi	WEPIA	Communication
Hanan Gammoh	Haya Cultural Center	Technical Mgr
Helge Fischer	GTZ	Cult.Res.Mgt
Hiba Irshaid	JES	Project Coordinator
Karin Aghadjanian	WEPIA	Program Ass.
Kelly Boucher	TETRA PAK	Regional Mgr
Lama Sidawi	WEPIA	Communication
May Shaer	CSBE/GTZ	Conservation Architect
Naim Hammoudeh	RSCN	Ass. Manager
Philip Griffith	Habitat for Humanity	Director
Rana Al Far	JREDS	Development Manager

Rania Jaber	Future Environment	Program Manager
Sahar AL Barari	JES	Public Awareness
Seta Tutundjanian	USAID	Project Management Specialist
Shadi Bushnaq	GTZ	Rural Development Specialist
Wijdan Saket	BPWA	President
Zaid Al Moghrabi	RSCN	Membership officer

### **Phase Three of the Program – Ongoing Fund Raising Counsel**

After returning to the United States, I set up a data-base on e-mail of the organizations that received training. I immediately wrote to them all and asked what were their major concerns, how was the “aftermath” of the training going and how could I assist them in their progress.

At this time, I renegotiated extension to the contract with AED and it was designed to offer the following services:

- Develop and product an ongoing tool for information
- Begin work on a relationship between a U. S. University and a Jordanian University
- Continue to provide ongoing counsel to the “trained” NGO’s
- Design Fund Raising Day in Jordan
- Hold Workshop to Plan Fund Raising Day for 2004
- Begin to research potential fundors for the Sustainability Project for NGO’s
- Design Personal Fund Raising Support Plan for WEPIA Partner NGO’s
- Develop Training Manuals for Board and Staff Partnerships
- Finalize the relationship with the University of Philadelphia and Indiana University

I heard back from most of those that received the intensive workshop for two weeks in late 2001 – early 2002 and from their input, designed the following instrument.

Utilizing an email format, I designed E-philanthropy NEWS. This was designed to continue to present in-depth information on subjects ranging from the Annual Fund Campaign to Designing an Effective Budget as a Marketing tool and more. This was submitted two times in 2002-2003 with other future issues planned. The copy was forwarded to WEPIA staff and they were sent out to the mailing list. Feedback was good and other ideas were forthcoming.

The relationship was developed between the Fund Raising School at Indiana University and the University in Jordan. The details are forthcoming but the MOU draft and the report was shared between Dr. Tim Seiler and Mona Grieser of WEPIA. Date was set for early 2004.

The design for the Fund Raising Day in Jordan was detailed on a “Draft Working Paper” and sent to WEPIA for discussion. Potential funders were

#### **Phase Four of the Program – Second Trip to Amman for Training**

Traveled to Jordan in August of 2003 to carry out the deliverables as outlined above. Beginning on the first day in Amman, I began the experience of training with a two day Intensive Workshop on the Planning of Fund Raising Day in Jordan in 2004. I facilitated that workshop and the group began to make decisions about the direction the Day would take. The following people attended

<b>Name</b>	<b>Organization</b>	<b>Title</b>
Abeer Kakish	John Snow Institute	Administration & Finance
Ahmad Al-Hasaseen	Directorate of Education	Supervisor of English Lang.
Dalia Al-Husseini	Center for the Study of the Built Environment	Executive Director
Diala Al-Alami	Office of Queen Rania	Special Events & Special projects
Dima al-Muhaisen	WEPIA	Volunteer
Dima Maaytah	-----	Individual Global Green
Dr. Samira Baban	Cerebral Palsy Foundation	Director
Eman Abu Rous	Al Hussein Society for the Habilitation/ Rehabilitation of the Physically Challenged	Executive Director
Ehab Al-Deeb	WEPIA	Fundraising & Marketing
H.R.H Princess Dina Mired	King Hussein Cancer Foundation	Director
H.R.H Princess Wijdan Al-Ali	Royal Society for Fine Arts	President
Hanan Gammoh	Haya Culture Center	Technical Manager
Hania Kayyal	The Society For Care Of Neurological Patients	Coordinator
Karin Aghadjanian	WEPIA	Communication Specialist
Lama Sidawi	WEPIA	Knowledge Management & Training
Lina Qardan	Johns Hopkins University	Deputy Resident Advisor

Madelene El-sallaj	Jordan Exporters & Producers Association for Fruits & Vegetables	Executive Director
Margret Ledger	The Human Center For Animal Welfare	Director
May Shaer	Center for the Study of the Built Environment	
Mohammed Dardasawi	JREDS	Project Coordinator
Nadal Jwehan	Jordan Exporters & Producers Association for Fruits & Vegetables	Office Manager
Nadia Hamam	The Human Center For Animal Welfare	Educational Director
Rania Abdel Khaliq	Ministry of Water and Irrigation	Director\ WDMU
Rasha Yaish	SOS Children Village Association	Fundraising Officer
Rawda Abu-Taha	Jordan Forum for Business & Professional Women	Board Member
Reem Sweiss	The National Council for Family Affairs	Programmer Assistant
Rima Jabagi	Jordan Forum for Business & Professional Women	Project Manager
Rita Qandah	WEPIA	Volunteer
Sajed Anani	Al Hussein Society for Habilitation\ Rehabilitation of the Physically Challenged	Fundraising Coordinator
Salmah Nassar	ASEZA	Coordinator for Local Labors
Seta Tutundjian	USAID	Project management
Shadi Bushnaq	WEPIA	Community
Ziad Al-Moughrabi	RSCN	Head of Public relation

The NGO training of board members and their staff was the next intensive effort. Starting Tuesday and operating through Thursday, four organizational partners received training in “their” facilities. A complete training packet was delivered to them and the training took about 4 hours in each case. In some cases, follow-up meetings were planned to ask the board for money, clarify issues for staff, etc.

The University of Philadelphia received a visit during this trip that was help at their facility. The second phase of organizational development took place with a draft of the agreements between WEPIA and the President of

the University was aligned and further work was outlined with Indiana University that would occur upon return to the U.S.

The second public lecture on Trends for the 21<sup>st</sup> Century and the Explosion of the number of NGO's was developed and presented at the Bristol Hotel for a crowd of approximately 50 people and staff with good response and warm feelings as a social hour followed. New connections were made; relationships with new donors were begun.

The following pages outline some of the more personalized and critical follow-up we are going to activate once the NGO has received the trainings mentioned here. This network of NGO organizations is critical in that they oftentimes work on their fund raising pursuits in isolation. By giving them personal attention and providing them with networking opportunities, their learning curve can continue.

#### **Step Five of the Program: Design of Personal Plans for Partner NGO's for WEPIA & Professional Networking Opportunities**

The following training support will be provided for this selected NGO in a cooperative manner only after the initial basic training has been received by the NGO Staff and/or Board of Directors. The WEPIA fundraising and marketing staff will provide leadership for NGO'S as indicated below. These elements are a result of our meeting with them and discussing their most pressing needs.

#### **Sample of this plan is following:**

**Name of NGO: Jordan Forum for Business and Professional Women (JFBPW)**

**Development Director: Rima Jabagif**

**Professional Fund Raising Advisor at WEPIA: Dr. Joan Mason**

Following is a sample of the Personal Plan for the Jordan Forum for Business and Professional Women. This outline states how we will help them and what the objectives and outcomes will be. This Plan will be sent to each of the WEPIA Partner NGO's and will provide the scope of work we will follow to help them accomplish their goals.

Change to be Obtained	Timeframe	Desired Result	Fund Raising Impact
Develop Compelling & Complete case for support		Impact on community, women's lives and productivity	
Develop Annual Fund Campaign			
Design an Awards			

<b>Program</b>			
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## DEVELOPMENT DIRECTOR'S ROUNDTABLES

In an effort to continue the momentum of training that has begun, we would like to begin this ongoing Roundtable to be held every two months in a variety of NGO locations. The purpose of this roundtable concept is to provide the following prior to the development of a Chapter designation for the Association of Fund Raising Professionals:

- Ability to network with other professionals utilizing the same information
- Network through which to share current problems in reaching fund raising goals
- Possible funding opportunities that can be shared from one organization to another
- Location for speakers to speak on selected subjects – like the Annual Fund Campaign, Capital Campaigns, marketing techniques, etc.
- Beginning of a “lobbying” group to be able to present a set of recommendations for needed changes in the laws affecting NGO’s efforts in philanthropy in Jordan

I see WEPIA being the facilitator of these sessions. They would provide a “lead staff” person at each session to direct the activities that can be rather wide ranging; however, with the focus ALWAYS on fund raising. For instance, I would see the WEPIA staff person responsible for the media sharing the techniques that apply with the group and in that session, she would be the lead facilitator.

## JORDAN AS A CHAPTER OF ASSOCIATION OF FUND RAISING PROFESSIONALS ([afp.org](http://afp.org))

One of the healthiest follow-up steps for the NGO’s in Jordan would be to develop a liaison with the Association of Fund Raising Professionals and form only the third international chapter of AFP to be located here in Amman. Only two international chapters currently are in place – Hong Kong and New Zealand. They have international partners but only these chapters. I would hope that Jordan would join them.

This network capacity would build on the aforementioned Director’s Roundtable and offer an ongoing legacy for the NGO’s here and in the rest of the country. This professional association is responsible for the following and more and much can be gained from reading the web site mentioned above.

### AFP offers the following and more:

- Ongoing chapter support for charities worldwide
- Monthly high quality newsletter that is distributed to their members outlining the latest trends and techniques of fundraising
- Setup assistance in setting up chapter for members
- Scholarship assistance is available through the AFP Foundation for attending trainings and the Annual Conference
- Annual meeting that attracts thousands to it multiple presentations, exhibits and international speakers with generous scholarships available for attendance.
- Ongoing training (coordinated with the materials from the Fund Raising School at Indiana University)
- The only international Certification Program for Fund Raising Professionals - CFRE and ACFRE (advanced) that guarantees validation of the professional as well as assures higher salaries



**Step Six of Program: Present the Fundamentals of Fund Raising At Philadelphia University in April of 2004 to registered NGO representatives**

Working in concert with the Fund Raising School at the Center of Philanthropy at Indiana University, we will present the Fundamentals of Fundraising's 4.5 day program to a maximum of 45 to 48 NGO representatives in early April 2004.

This will provide the following:

- Continuity with the previous 5 steps provided to date since 2001 and a continuation of the momentum of training in Resource Development for the NGO community in Amman.
- Expose the NGO community to the best curriculum in fundraising management techniques
- Begin the interactive dialogue with Indiana University
- Begin the training of local executives to be able to train their own materials in the future.

**Step Seven of the Program: Implement the first-even Fund Raising Day in Jordan in Amman in May of 2004 to the community of NGO's and the entire government and business community.**

- Through an interactive several day event to be staged at King Hussein Park in Amman, the active NGO community will come together to celebrate their work. In conjunction with corporate partners and government sponsors, the activities will include "telling the stories of their work" to the entire community. The recent training in August 03 developed the rationale for the time and elected a NGO-based Steering Committee that is currently working out the details. Blackbaud, Dell Computers and Hewlett-Packard have been contacted for corporate sponsorship to date.

**SUMMARY**

The NGO community is fortunate to have AED here in Jordan to offer the all-critical capacity building and follow-up for the trainings being provided. By continuing on this path of trainings, practicum and networking, this community will grow at an amazing rate in their competency to raise needed support. The formerly perceived "competition for funding" will be changed to working together and cooperatively funded opportunities that can enhance all of their programs – thereby providing the critical value-added to the most important constituency of all – the persons they serve in Jordan.